

2015 APAAC ANNUAL SUPPORT STAFF CONFERENCE

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Multi-Generational Workplaces

Presented By:

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Parents often talk about the younger generation as if they didn't have anything to do with it.

Haim Ginott, Child Psychologist

Bridging the Generation Gap and Communications in a Multigenerational Workforce

Presented For:

APAAC Support Staff Conference
(July 31, 2015)

By

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Why is it Important to Understand Generational Differences?

1. Different values, experiences, and beliefs can create misunderstanding and frustration and lead to less engaged employees and lack of motivation.
2. Developing leaders and succession planning require an understanding of employees and a transfer or institutional knowledge.

CAVEAT

1. In this program, we will speak in broad generational characteristics but it is important to remember that every individual is unique.
2. The purpose of this program is to help HR professionals and managers understand generational characteristics and how a company can embrace generational differences to its advantage. It is not our purpose to create or confirm stereotypes.
3. Remember this discussion contains generalizations that may not apply to every person in a generation.

What Defines or Influences Generations?

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1. Societal Norms

- a. Current events
- b. Heroes/icons

2. Family Norms

3. Work Norms

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What Are the Different Generations?

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1. Traditionalist/Silent --Born 1922-1943
2. Baby Boomers --Born 1944-1960
3. Gen Xers --Born 1961-1980
4. Millennials/Gen Y --Born 1981-2000 (??)
5. Alphas/Gen "I"/Nexters --Born 2001 (??) to present
6. Cuspers --Born on the cusp (+/- 3-5 years)

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Why is it Important to Understand Generational Differences?

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3. Learning to understand these differences can help a company:

- a. Increase understanding and collaboration between employees
- b. Increase efficiency and productivity
- c. Attract, integrate, and retain quality employees from all generations

4. A diverse workforce will provide unique approaches and solutions if differences are embraced.

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What is a Generation?

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1. A generation can be defined as a group of people born roughly within a twenty year time period during the same era in history.
Corrington & Marshall, 2004
2. Generations are defined by common values or shared life experiences
3. First time ever there is potential for FIVE generations in the workforce

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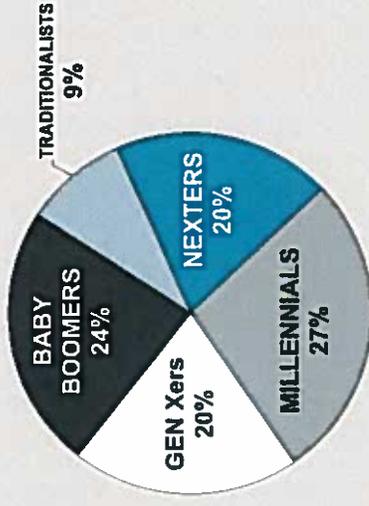
Influences on the Traditionalists (72 - 93)

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1. Great Depression
2. Industrial Revolution
3. Prohibition
4. Automobiles
5. Electricity
6. Radio
7. World Wars
8. The New Deal -- SSA
9. Korean War
10. Traditional, patriarchal family where children are "seen but not heard"
11. Police and law enforcement were credible and believed

2013 U.S. Population – 316,200,000

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Characteristics of Traditionalists (72 - 93)

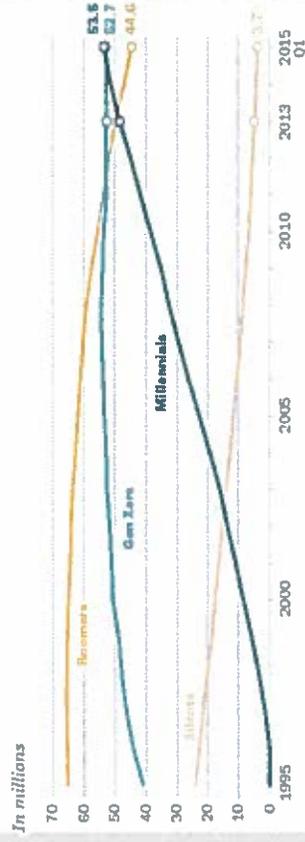
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1. Thrifty/frugal
2. Patriotic
3. God-fearing / Respectful
4. Sacrificial
5. Loyal to Institutions – except to work for same employer for life

US Labor Force by Generation

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U.S. Labor Force by Generation, 1995-2015



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.
Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

Characteristics of Baby Boomers (55 - 71)

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1. Competitive
2. Optimists
3. Activists
4. Question authority and institutions – challenge status quo
5. Acquire consumer goods and debt

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Characteristics of Traditionalists (72 - 93)

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6. View of work
 - a. Work is an obligation in order to provide for one's family rather than for a career.
 - b. Accept rules and structure as part of the work environment.
 - c. Top down leadership and chain of command.
 - d. Believe in waiting your turn and "paying your dues."
 - e. Prefer written communications

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Characteristics of Baby Boomers (55-71)

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6. View of work:
 - a. Work should be a personally fulfilling "career"
 - b. Work to gain economic prosperity
 - c. Work your way to the top
 - d. Workaholics
 - e. Prefer telephone or face-to-face communication

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Influences on Baby Boomers (55 - 71)

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1. Post-WWII Economic Boom
2. Baby Boom
3. Television
4. Extension of credit for purchases/credit cards
5. Assassinations
6. Vietnam/Draft
7. Civil Rights
8. FDA approved Birth Control pill
7. Airline Industry
8. Women's Rights
9. Space Race
10. Woodstock
11. "Father Knows Best" hierarchical family
12. Seeking approval from and rebelling against father
13. Walter Cronkite was credible

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Characteristics of Gen Xers (35-54)

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7. View of work

- a. A contract where work is performed in exchange for money
- b. Don't like to be micromanaged
- c. Work "smarter" not longer or harder
- d. Economic layoffs while they were children eroded sense to loyalty to employer
- e. Prefer electronic communications
- f. If they do not advance they move to another job

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Influences on Gen Xers (35 - 54)

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1. Crumbling institutional stability and lack of faith in institutions (social and political crises, increased divorce rates, economic turmoil)
2. Individual focus
3. Personal Computers
4. Increased women in the workforce
5. Increased use of birth control/reduced birth rates
6. Day care or latch key kids
7. AIDS
8. Increase in single parent homes
9. Roe v. Wade
10. Space Race
11. Media goal was to be factually accurate
12. Others

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Influences on Millennials (15 - 34)

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1. Helicopter parenting
2. Increased safety rules (baby seats, seat belts, helmets, healthy school lunches)
3. Internet always available
4. Personal electronic devices/phones/tablets
5. Multiple extracurricular activities and pressure to perform
6. Focus on children's self esteem
7. Praise to all children/it's the effort that counts
8. Increased media coverage of "danger"
 - a. 9/11 / OK bombing
 - b. Columbine
 - c. War
 - d. Gangs

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Characteristics of Gen Xers (35-54)

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1. Self-reliant / independent / self-directed
2. Resourceful
3. Young innovators and entrepreneurs
4. Cynical/skeptical of institutions
5. Results-oriented
6. Individualistic/ more focused on self than previous generations

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Characteristics of Millennials (15 - 34)

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8. Multi-taskers
9. Easily bored
10. Family/friend centric
11. "Friends" with parents, rather than parents know best
12. Adults ask for their input, rather than kids being "seen and not heard"
13. Marry and make major purchases later in life
14. May live longer at home than previous generations

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Influences on Millennials (15-34)

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9. Reality TV/You Tube/Selfies – Instant Fame
10. Globally connected through internet
11. Team-based learning models
12. College perceived as a right rather than a privilege
13. Increased availability and use of technology at school and work
14. Public arena/media makes shock statements without fact

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Characteristics of Millennials (15 - 34)

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15. View of Work
 - a. Should be Fun (a place and job they enjoy)
 - b. Should be challenging
 - c. Prefer team-based
 - d. Expect to provide input into decision-making
 - e. Expect immediate, responsive feedback (primarily positive)
 - f. Prefer options and variety
 - g. Often expect to make same income as parents
 - h. Hate to be bored
 - i. Expect to be successful
 - j. Prefer instant messaging or other electronic communication

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Characteristics of Millennials (15-34)

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1. Pragmatic
2. Confident/empowered
3. Prefer team approach
4. Respect Authority
5. Globally concerned
6. Environmentally conscious
7. Not as involved in service clubs (Rotary, etc.)

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Characteristics of Generation “I”/Alphas (<15)

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????????????????????

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Influences on Generation “I”/Alphas (<15)

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1. Global economic crisis in 2001 and 2008
2. Ubiquitous technology
3. Diversity, tolerance, equality etc. (e.g. same sex marriage)
4. Instant fame or superstardom through technology
5. Physical boundaries are blurred – everything is global, anyone anywhere is accessible
6. Assume they will be college educated

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Generations in the Workforce

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1. Each generation has traits that contribute to the success of an employer and traits that may create a challenge for an employer.
2. What are some positive and challenging traits of
 - a. Traditionalists
 - b. Baby Boomers
 - c. Gen Xers
 - d. Millennials

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Influences on Generation “I”/Alphas (<15)

26

7. Are taught team dynamics at early age
8. Receive high levels of praise and coddling
9. Terrorist acts and wars
10. Legalized marijuana
11. Public arena/media makes shock statements without fact

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Gen Xers' (35-54) Characteristics at Work

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1. **Fast-paced**
2. **Independent /self-directed**
"Tell me what needs to be done by when.
Don't tell me how to do it."
3. **Confident**
4. **Value personal time**
5. **Challenge status quo, rules and protocol**

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Traditionalists' (72-93) Characteristics at Work

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1. **Polite**
2. **Respectful**
3. **Reserved**
4. **Obedient**
5. **Conformers**
6. **Less likely to:**
 - Speak their minds
 - Question instruction
 - Abuse privileges
 - Make a scene in public

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Millennials' (15-34) Characteristics at Work

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1. **Task oriented**
2. **Want options & choices**
3. **Value team work and diversity**
4. **Expect attention and immediate feedback**
5. **Multitask using technology**
6. **Impatient**
7. **Work towards weekend or closing to**
8. **Think "digital" – may come of up with new ways to do things**
9. **Want to be led and inspired, not micromanaged**

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Boomers' (55-71) Characteristics at Work

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1. **Avoid conflict – avoid giving bad news or look for ways to ameliorate the bad news**
2. **Formal**
3. **Follow protocol – building processes for everything**
4. **Social**
5. **Idealistic**
6. **Politically sensitive**

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IBM Study – Suggests Millennials Are No More Likely to Want Constant Acclaim from Leadership

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1. The three generations largely agree on the top three attributes of an effective boss. At least 2 of 3 generations ranked the following in their top 3:
 - a. Ethical and fair (Millennials and Boomers)
 - b. Transparent and readily share information (Millennials and Gen Xers)
 - c. Dependable and consistent (Millennials and Boomers)
 - d. Is open to new ways of doing things (Gen Xers and Boomers)
2. “Recognizes accomplishments” and “provides hands-on guidance and feedback” were 3-6% higher for Millennials than other generations

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IBM Institute for Business Value Study

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1. Based on study of 1,784 employees from 12 countries in 6 industries
 - a. Millennials
 - b. Gen Xers
 - c. Baby Boomers
 - d. No sampling of the Traditionalists
2. Asserts the fundamental distinction between Millennials and previous generations is technological proficiency
3. Study showed Millennials want many of the same things from work that the older generations desire

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IBM Study – Millennials Do Not Overuse/Overshare on Social Media

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1. Millennials use social media for business in similar proportion to other generations
2. Millennials, like other generations, prefer in person exchanges, such as live training, to acquire new work skills (over 1/3 of respondents)

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IBM Study – Career Goals Are Not Significantly Different

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1. All three generations want financial security and want to advance to positions of senior leadership in about the same percentage for each generation.
2. Financial security and leadership were not top goals for any generation:
 1. Millennials – Make a positive impact on organization 25%
 2. Gen Xers – Work for an organization among the best in the industry 25%
 3. Help solve social or environmental challenges 24%
 4. 21% to 22% of each generation identified working with a diverse group of people as one of top 2 goals

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IBM Study – Suggests Millennials Change Jobs for the Same Reasons as Those from Other Generations

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(continued)

- c. Gen Xers were more likely to leave to follow their heart/pursue their passion than millennials or Baby Boomers
- d. Saving the world or having a positive impact rounded out the top 4 for each generation at between 11% and 14% for each generation

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IBM Study – Gen Xers Tend to Agree with Millennials that Group Decisions are Often Better

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1. Both millennials and Gen Xers respond similarly to the question of strongly agree, agree, neutral, disagree or strongly disagree to the following:
 - a. Agree I make better decisions when a variety of people provided input.
 - b. Agree it is important to have group consensus.
 - c. Baby Boomers are the outliers and are more accustomed to making decisions on their own.

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Other Studies Have Found Similar Expectations Among the Generations

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Kenan Flagler Business School at UNC Chapel Hill

1. 5400 respondents from Boomers, Gen Xers, & Millennials

2. Shared the same top five expectations from employers
 1. To work on challenging projects
 2. Competitive compensation
 3. Opportunities for advancement and chances to learn & grow in their jobs
 4. To be treated fairly
 5. Work/life balance

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IBM Study – Millennials Change Jobs for the Same Reasons as Those from Other Generations

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1. Career advancement was the number one reason for any generation to leave a job
 - a. Career advancement including making more money, working in a more creative and innovative environment, entering the fast lane, was top reason for any generation to leave a job
 - b. Second for both millennials and Baby Boomers was to assume more responsibility/leadership (third for Gen Xers)

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What Can We Learn from These Studies

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1. All generations want management that:
 - a. Shows respect;
 - b. Shows the employees they are appreciated for their contributions, skills, knowledge, and experience;
 - c. Is ethical and fair while holding employees accountable;
 - d. Is transparent, accessible, and readily shares information; and
 - e. Is dependable and consistent.

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Other Studies Have Found Similar Expectations Among the Generations

41

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3. All three generations agreed an ideal leader:
 - a. Leads by example;
 - b. Is accessible;
 - c. Helps others see how much their roles contribute to the organization;
 - d. Acts as a coach and mentor;
 - e. Challenges others and holds them accountable.

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What Can We Learn from These Studies

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2. All generations want work that:
 - a. Is challenging (and for Xers and millennials is FUN);
 - b. Provides opportunity for growth and advancement;
 - c. Provides competitive compensation and benefits/financial security; and
 - d. Provides flexibility and opportunities for work/life balance.

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Other Studies Have Found Similar Expectations Among the Generations

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2007 Study by Huntley Manhertz concluded:

1. Top-rated need is to be **RESPECTED**.
2. All employees want to feel valued as knowledgeable, skilled, and experienced.
3. All generations valued connection and collaboration.

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Ideas for Addressing Generational Challenges in the Workplace -- General Advice for Employees

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1. Appreciate both the differences and commonalities between employees.
2. Discuss differences and expectations.
3. Accept and appreciate the benefit of others' perspectives.
4. Take responsibility for making the relationship better.
How you think someone should act doesn't really matter. You can only control how you act.
5. Keep up with and capitalize on technology.

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So What's the Big Deal??

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1. If studies show that all the generations want similar things in managers and in work, what is the big deal about learning the differences in the generations, bridging the generation gap, and workers excelling in their positions?
2. The generations may have different views of what each goal means or how/when they should reach the goal.
3. A successful organization should know how to capitalize on the positive and develop integrated workforces who are strengthened by the differences between the generations.

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Ideas for Addressing Generational Challenges in the Workplace -- Advice re Traditionalists (72-93)

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1. Honor the chain of command
2. Value the legacy they have built
3. Value their experience
4. Appreciate their dedication
5. Communicate one-on-one / face-to-face or written
6. Learn the corporate history – show them their knowledge is valued
7. Especially important for younger managers managing older employees

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The next time you bump into someone from another generation to whom you don't relate, stop and remember that no one is right or wrong, we're just different.

When Generations Collide, 2003

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Ideas for Addressing Generational Challenges in the Workplace – Advice re Millennials (15-34)

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1. Challenge them
2. Ask them their opinion/collaborate
3. Encourage finding a mentor
4. Get over the notion of “paying dues”
5. Provide timely feedback
6. Lighten up

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Ideas for Addressing Generational Challenges in the Workplace – Advice re Baby Boomers (55-71)

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1. Show respect
2. Choose face-to-face conversations
3. Give people your full attention:
**stop multi-tasking, which is often viewed as rudeness and not absorbing information or instructions
4. Learn the corporate history – show their knowledge is valued

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Ideas for Addressing Generational Challenges in the Workplace

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1. Traditionalists and Boomers prefer face-to-face or telephone communications. Gen Xers and Millennials often prefer electronic communications.
2. Group meetings can be held in person while being recorded or streamed live for employees to watch on the Intranet
3. If a meeting is not conveying information vital to a task, make attendance optional and provide summaries
4. Use podcasts or webcasts in combination with live meetings
5. Use video conferencing in combination with live meetings

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Ideas for Addressing Generational Challenges in the Workplace – Advice re Gen Xers (35-54)

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1. Get to the point
2. Use email
3. Give them space and autonomy – don't micromanage
4. Get over the notion of “paying dues”
5. Lighten up

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Ideas for Addressing Generational Challenges in the Workplace

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11. Ensure that employees are aware of the Company's vision for the future and where they fit in.
 - a. Where is the company going?
 - b. How does it plan to get there?
 - c. How is the Company preparing?
 - d. What is the employee's role?
12. Be responsive to input and suggestions from employees on the Company's plans.

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Ideas for Addressing Generational Challenges in the Workplace

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6. Leaders should avoid the old style paternalistic and hierarchical leadership in favor of a more collegial style –
 - a. Lead don't Boss
6. Leaders should be accessible, especially to the younger generations
 - a. Consider having policies, practices, and leadership/management accessible through social media
 - b. "Virtual" Town Hall can include live element for those who prefer personal meetings

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Ideas for Addressing Generational Challenges in the Workplace

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13. Hold weekly (or monthly) meetings to solicit input from team members and encourage employees to share ideas with each other and management
 - a. Could be lunch meeting with company providing lunch
 - b. Should be optional
 - c. Should be attended by management
 - d. Demonstrates that management cares about the employee's opinions
 - e. Provides an opportunity for management to share company goals and direction

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Ideas for Addressing Generational Challenges in the Workplace

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8. Focus on the goals and acknowledge there may be different ways to reach the desired outcome.
 - a. Having options and variety in work tasks is especially important to Millennials
9. Emphasize the outcome over the procedure to allow flexibility for reaching desired result.
 - a. Minimize bureaucracy and formal processes that Gen Xers' and Millennials feel hamper production.
10. Don't get stuck on tradition. Just because that is the way that it has always been done doesn't mean that there is not a better way to do it.

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Ideas for Addressing Generational Challenges in the Workplace

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17. Develop a team approach – both Gen Xers and Millennials like to work in teams

Note, however, that although they like to work in teams and have a sense of belonging, they want to be treated as individuals and recognized for their individual contributions

- 18. Don't micromanage – again Gen Xers and Millennials particularly want to feel trusted to do the job and not have a boss looking over their shoulder
- 19. Consider relaxing the dress code.

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Ideas for Addressing Generational Challenges in the Workplace

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20. Consider the company's current evaluation system – Millennials sometimes do not do well with negative evaluations and they want more regular/constant feedback than an annual evaluation

- a. During first couple years, do informal evaluation meetings on a monthly or quarterly basis rather than an annual written review
- b. Send quick emails after receiving a project to let them know what they did well and what they could improve

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Ideas for Addressing Generational Challenges in the Workplace

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14. Provide regular opportunities, i.e. quarterly, for employees to meet with top executives. This addresses several issues:

- a. Employers further leaders and makes connections between future and current leaders
- b. Helps current leaders gain understanding of and appreciation for further leaders
- c. Helps future leaders develop institutional knowledge
- d. Engages the current leadership with the actual "day to day happenings" on the ground

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Ideas for Addressing Generational Challenges in the Workplace

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15. Work/life balance and life outside of work is important to multiple generations.

- 16. Provide opportunities for alternative working arrangements.
 - 1. Modified or flexible hours.
 - 2. Work from home (all the time or occasionally).
 - 3. Shared jobs.

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Ideas for Addressing Generational Challenges in Recruiting

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1. Utilize technology and social media
2. Study of 2015 college grads – 64% said that they will use or have used mobile apps in their job search
3. Survey from National Society of High School Scholars found more than 2/3s of respondents identify a company website as their preferred resource for seeking employment
4. Don't focus solely on technology – maintain recruiting efforts through traditional sources

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Ideas for Addressing Generational Challenges in the Workplace

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21. Utilize the knowledge and/or experience of each generation.
 - a. Develop mentor programs that go both ways. Older employees can mentor newer employees in the Company culture and history while younger employees can help teach technology.
 - b. Provide flexible options for communications. A best practice for beginning (or re-examining) a mentoring partnership is to discuss how mentors will communicate with each other – in person meetings, email, a combination??
 - c. When developing working groups or teams, consider including employees from all of the generations to benefit from their different perspectives and ideas.

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Ideas for Addressing Generational Challenges in the Recruiting

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5. Emphasize diversity of workforce, as working with a diverse group of people is important to all generations;
6. Highlight the company's social consciousness
 - a. Engage in volunteer activities as a company
 - b. Donate money as a company
 - c. Provide a certain number of hours per month paid time for employees to perform volunteer work

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Ideas for Addressing Generational Challenges in the Workplace

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22. Implement social programs to help the generations develop relationships.
 - a. Develop mentor programs that help younger colleagues develop a relationship with older colleagues
 - b. Allow or require more than one mentor, and allow the participants to choose their mentors (e.g., AT&T)
 - c. Hold mentoring “mixers” to help develop relationships
 - d. Use technology in mentoring (e.g., AT&T)
 - e. Provide social opportunities outside of the work setting
23. Provide opportunities for employees to do volunteer work.

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Specific Considerations for Performance Review

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1. During the first year of employment use frequent informal reviews.
2. Have the employee perform a self-evaluation prior to a formal performance review and discuss the self-evaluation during the performance review.
3. Remember that no one is perfect. Although Millennials often desire praise, every evaluation (for every generation) should contain areas where there is room for improvement.

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Advice to Millennials in Orientation

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1. Discuss with Millennials their role in the Company and expectations for their engagement with management
 - a. They should ask for feedback from managers if they are not receiving it. "How do you think I did on X?" or "I would like to learn and develop and appreciate your feedback on X."
 - b. They are new to the Company and its ways – there will be a period where they are learning and there will be more oversight of their work. We want this to be a place you can learn and grow.
 - c. They should feel free to talk to management at any time. You will need to work well with them & they want to be responsive.
 - d. In personal communications they should focus on the speaker. The Company appreciates that they multi-task but there is an appropriate time and place for it.

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Specific Considerations for Counseling/Discipline

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4. Especially for Millennials, "sandwich" criticism with praise.
 - a. Start by identifying something that the employee is doing well.
 - b. Address the performance or disciplinary issue.
 - i. Company needs you to commit to complying with our policy on attendance and being on time. It is disruptive of business operations and not fair to coworkers.
 - ii. Here is the policy for your reference.
 - iii. We are placing this memo in your file.
 - iv. Remind them that violations of Company policies, practices, and procedures can result in disciplinary action, up to and including termination of employment.

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Communications with Longer-Term Employees re Their Role

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1. In meetings with more senior people, express the importance of them sharing their knowledge.
 - a. They should understand that they play an important role in the education of the next generation of leaders at the Company.
 - b. Could analogize it to teaching their kids/grandkids and having patience.
 - c. They need to understand they can learn from the younger generation.

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Specific Considerations for Separation Meetings

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1. **State as simply as possible:**
 - a. The company is letting you go effective _____.
 - b. We want to handle the separation as professionally and respectfully as possible.
 - c. We appreciate the contributions that you have made to the Company.
 - d. Please return the Company's equipment, keys, documents, etc.
 - e. The decision has been made.

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Specific Considerations for Counseling/Discipline

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- c. Finish with positive –
 - i. I'm glad we had this opportunity to talk. Teaching moments like these are important for your advancement with the Company.
 - ii. We appreciate that you are committed to compliance with the Company's policies, practices, and procedures.
 - iii. We value your contributions and want you to be successful with the Company.

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Specific Considerations for Flexible Workplace

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1. Due to economy and preference for flexibility, many Millennials have multiple jobs.
2. Flexible work arrangements can include:
 - a. Flexible hours –
 - i. work minimum number of hours on their own schedule;
 - ii. 4 day x 10 hour workweek
 - iii. Reduced hours every other week
 - b. Telecommuting
 - c. Shared jobs

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Specific Considerations for Separation Meetings

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1. For all generations, it is important to handle the situation as professionally and respectfully as possible.
2. Do not engage in dialogue about the reasons for separation or conversations where the employee says "but, but, but . . ."
3. Make sure to address return of Company documents, property, etc. and the importance of maintaining the confidentiality of the Company's confidential information

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Hypothetical Situations

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1. A team has completed a project ahead of time and under budget? Based on the characteristics of the generations, how could management show appreciation?
 - a. Traditionalists – Physical gift card with handwritten note of appreciation.
 - b. Baby Boomers – Physical gift card delivered in person with a handshake.
 - c. Gen Xers – E-gift card and email note of appreciation
 - d. Millennials – E-Gift card and text or email note of appreciation

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Specific Considerations for Flexible Workplace

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1. When implementing alternative work arrangements consider:
 - a. Make clear that not every position may be suitable for flexibility;
 - b. Not every employee desiring alternative arrangement may be eligible.
 - c. Have policy or written agreement that sets out guidelines and expectations;
 - d. Make sure that policy provides, and employee understands, that work arrangement may change at any time based on company's needs;

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Hypothetical Situations

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2. A younger employee meets with the manager and is constantly glancing down at the phone for texts and emails.

How could the manager react?

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Specific Considerations for Flexible Workplace

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3. When implementing alternative work arrangements consider (cont.):
 - a. It is more difficult to oversee employees working from home, so expectations must be clear and enforced.
 - b. If reducing employee from full to part time, consider that in some cases unemployment is paid to persons whose hours are reduced.
 - c. Who will be providing the equipment for working at home?

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Summary and Conclusion

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Remember that all generations want:

1. To be treated fairly and **RESPECTED**
2. Work that is challenging and provides personal satisfaction
3. Employers who understand personal lives are important (work/life balance)
4. Work that is valued by employers and customers
5. A clear sense of purpose from employers

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Hypothetical Situations

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2. An older employee is having difficulty getting along with a younger manager who is much newer to the Company and hasn't "paid her dues."

What can the manager do?

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QUESTIONS??

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Summary and Conclusion

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1. Create a respectful and accepting atmosphere from the top down.
2. Focus on strengths, not weaknesses.
3. Recognize the value of both experience and new ideas.
4. Develop training programs for managers and supervisors to be able to recognize and respond to generational differences.
5. Cultivate relationships between employees in different generations.
6. Encourage employees to support one another despite differences.

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Julie Pace has been interviewed and quoted on immigration and employment law in news media across the nation, including *ABA Journal*, *Forbes*, *Wall Street Journal*, *Business Week*, *The New York Times*, *CNN*, *NPR*, *Associated Press*, *USA Today*, *L.A. Times*, *CBS News*, *Fox News*, and Arizona publications.

Ms. Pace is a frequent speaker and author on a variety of employment topics. She is Co-Editor-in-Chief of three books on immigration and employment law – *Employment Verification: An Employer's Guide to Immigration, Form I-9 and E-Verify*, *Arizona Human Resources Manual; Model Policies and Forms for Arizona Employers*, all published by American Chamber of Commerce and Industry HR Compliance Library.

Ms. Pace is a recipient of *Arizona Business Magazine's* 2008 Centers of Influence Award, which recognizes the ten leading attorneys, accountants, and bankers in Arizona. Ms. Pace is also a Fellow of the Litigation Counsel of America. She has served as *Judge Pro Tem* for the Arizona Court of Appeals and is a former judicial law clerk to the Honorable Joe W. Contreras of the Arizona State Court of Appeals. Ms. Pace is a fourth generation Arizonan.

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JULIE A. PACE is a partner in the Phoenix office of The Cavanagh Law Firm PA. Ms. Pace's practice is concentrated in representing companies in immigration compliance, commercial litigation, construction, and employment law, with particular emphasis in the defense of sexual harassment, employment discrimination, wrongful discharge suits, EEOC and ACRD charges, matters involving OSHA, ICE, OFCCP, DOL, DOT, NLRB, ADA, FMLA, ERISA, I-9s, E-Verify, Davis-Bacon, wage and hour laws, conducting sexual harassment investigations, and providing training to managers and employees. She also counsels employers on noncompete contracts, confidentiality agreements, employee discipline, drug testing, accommodation of disabled individuals, safety policies, affirmative action plans, wage conformances and wage determinations, and other related human resource policies and procedures.

Ms. Pace also handles issues involving the Affordable Health Care Act and addresses the changes and options it presents to companies. Her Davis-Bacon and prevailing wage practice includes counseling and training on state and federal prevailing wages and benefits requirements, coverage and applicability of prevailing wage laws, coverage exemptions, worker classification and pay issues, addressing wage determinations, wage surveys, and representation of employers before the Department of Labor Wage and Hour Division and similar state agencies.

Ms. Pace has been described by *Arizona Business Magazine* as the "go to" lawyer in Arizona for businesses on immigration issues. She has handled hundreds of I-9 audits, addresses E-Verify issues, and has provided I-9 and immigration compliance training for thousands of supervisors. She has chaired the Immigration Committee of the Arizona Chamber of Commerce and Industry.

For over the past two decades, Ms. Pace has regularly represented companies in OSHA proceedings. She has been working on fall protection issues since the fall protection standard went into effect in 1995. She has handled hundreds of OSHA matters and numerous fatalities in the workplace.

She received her J.D. degree, cum laude, from Arizona State University, where she was also Symposium and Articles Editor of the *Arizona State Law Journal*. She received her B.S. degree in Business Administration, magna cum laude, from Arizona State University. Ms. Pace can be reached at 602.322.4046 or jpace@cavanaghlaw.com.

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